

Exploring the Connection between Marketing Knowledge and Behavior of Library and Information Science Professionals

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Market orientation, or market-oriented behavior, is a popular term used by marketing practitioners as an indicator of the extent to which an organization implements the "marketing concept."¹ Hence a market-oriented library is one whose actions are consistent with the marketing concept. The recent literature shows the increasing interest of library and information science (LIS) professionals in understanding the construct of market orientation and marketing mentalities and attitudes of librarians.² But so far there has been no clear statement about the forms that marketing knowledge can take or its content in shaping the market-oriented behavior at the individual or organizational level. One could argue that it is the positive marketing attitude that eventually gets crystallized into the pro-marketing behavior.

However, explication of the nature and the forms of marketing knowledge creates a difficult task. As a consequence, not much effort has been made to understand the role of marketing knowledge possessed by library and information providers in shaping their market-oriented behavior. In keeping with the perspective, this paper attempts to gain an understanding of the awareness of the knowledge base of library management regarding contemporary marketing theories and practices. By implication, library professionals are expected to comprehend market orientation as well as have know-how of marketing as a process for sustaining their competitive position. Furthermore, this paper attempts to explore the potential moderators that might influence the marketing knowledge-market orientation linkage and discusses its managerial implications for the librarianship profession. More precisely, this paper aims to find answers to the following specific research questions:

1. What kind of market orientation exists in different kinds of libraries?
2. How much knowledge do librarians possess about contemporary marketing theories and practices?
3. What kind of relationship exists between market orientation and marketing knowledge?

In short, this paper proposes to find out the interrelationship between market-oriented behavior and marketing knowledge of library and information services professionals in the context of Finnish libraries, the focus of this study. The assumption is that if top management of libraries has market-oriented behavior, then their marketing knowledge also should be reflected accordingly throughout the organization. Furthermore, this paper discusses the implications of market-oriented behavior and knowledge relationship for the librarianship profession.

Methods and Materials

Research data were collected from autumn 2002 through spring 2003. Libraries were selected from the homepage of Gateway to Finnish Research Libraries (www.national.library.fi/libraries/tilke_eng.html), which consisted of twenty-three university and ten special libraries in the south of Finland. Library directors participated as the target respondents in this study, and libraries were chosen from the diverse subject fields representing different disciplines such as art, theology, humanities, social sciences, law, pure sciences, technology, and economics and business so that a broader picture of the marketing cultures of different libraries could be obtained.

A semistructured interview guide consisting of both open- and closed-ended questions was created for generating data from library directors. The interview guide for library directors also requested information about certain personal and professional characteristics, such as the experience, marketing education, and exposure to marketing seminars and conferences of the respondents. The market orientation scale, adapted and modified from Lozano, consisted of twenty-three statements.³ From these statements a factor called "market orientation" was derived by using the factor analysis method. All items of the above scale were measured on a five-point Likert scale. The reliability

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analysis revealed the Cronbach alpha coefficient 0.8601 for the overall model, which reinforces the reliability of the scale and internal consistency of its items. Based on this factor, “market orientation” libraries have been classified into three categories on the assumption that if respondents have market-oriented behavior, then marketing attitudes also should be reflected accordingly:

- Weak market-oriented (the lower 25 percent of market orientation scores)
- Medium market-oriented (the middle 50 percent of market orientation score)
- Strong market-oriented (the top 25 percent of market orientation score)

The marketing knowledge of the respondents was assessed with the help of open-ended questions in the following areas:

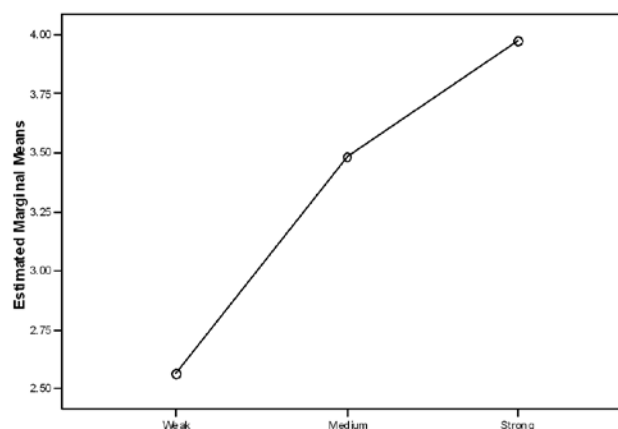
- important factors to increase the use of libraries
- efficient ways to increase the quality of library service
- notions about marketing in the library and information service context
- utility and importance of marketing
- principles of marketing (that can be applied in library settings)
- identification of the target market (clientele base) and the ways to reach to them
- communication with the customers
- role of library’s website in marketing
- developing relationship with the customers⁴

Marketing knowledge of the libraries was mapped qualitatively by quantifying the answers on a five-point scale. More points were awarded for respondents’ high marketing knowledge. Initially, the marketing knowledge of the libraries was understood against their primary market-orientation grouping. Moreover, the means of all answers also were calculated, and libraries were divided into three categories on the basis of their overall marketing knowledge: low (lower 25 percent score), medium (medium 50 percent score) and high (top 25 percent score). Further, this knowledge grouping was compared with market-orientation classification to see the extent to which both constructs were in accordance of each other. Thus, in short, this research has used a combination of qualitative as well as quantitative methods to understand the interrelationship of marketing knowledge and behavior of LIS professionals, which helped analyze the required issues in adequate depth.

Three Kinds of Market Orientation

Based on factor and Analysis of Variance (ANOVA) analysis, three levels of market orientation are identified: weak, medium and strong. It appears from figure 1 that the

Figure 1. Estimated Marginal Means of Market Orientation ($F = 43.765$; $p = .000$)



strong market-oriented libraries have obtained the highest mean (3.97) by outperforming the medium (3.58) and the weak (2.46) group of libraries in overall market orientation. There is an indication of significant difference of market orientation across the three different types of libraries ($F = 43.765$; $p = .000$).

Although Lozano’s model covers all these aspects and measures factors such as the degree of customer market orientation, organizational culture, function integration and coordination, long-term view, marketing training, competition orientation or information available about the market, and some quality-related aspects, it does not indicate clearly the different dimensions of market orientation in the context of libraries.

Recent research has attempted to measure the market orientation of libraries, which has been further classified into the following dimensions:

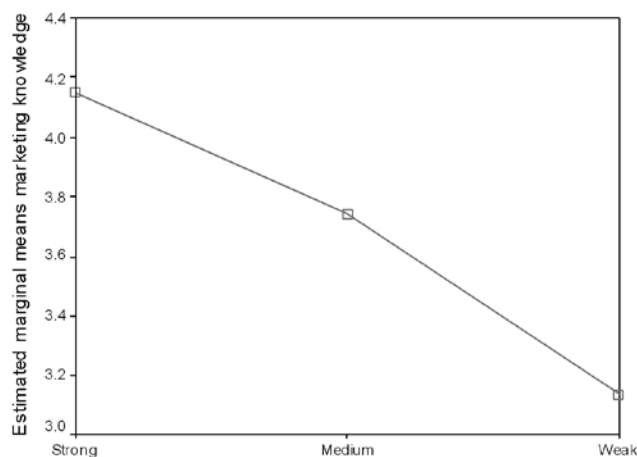
1. customer philosophy
2. interfunctional coordination
3. strategic orientation
4. responsiveness
5. competition orientation
6. pricing orientation

These dimensions were found to be critical drivers of the different market-oriented behavior of libraries.

Respondents’ Marketing Knowledge in Three Different Market Orientations

This section explains and defines marketing knowledge possessed by the respondents. It is apparent from figure 2 that there is a positive connection between market orientation and overall marketing knowledge of the respondents, which is quite close to the significant level of 0.10. Therefore, on the basis of this finding, it could be assumed

Figure 2. Overall Means of Marketing Knowledge in Relation to Market Orientation ($F = 2.018$; $p = .151$)



that higher market orientation is positively associated with higher marketing skills and knowledge. The strong market-oriented libraries are in the forefront of possessing marketing knowledge by obtaining the highest mean (4.13). This trend is followed by the medium (3.73) and weak groups (3.12).

Profiles of the Marketing Knowledge

The overall marketing knowledge of the three library groups is summarised below:⁵

Strong Market-Oriented Libraries

Most of the libraries of the strong market-oriented group have developed an understanding that present and potential customer needs are fundamental to provide superior customer value. The library directors emphasize the need to provide value-added library services. Some members of this group acknowledge that certain library customers are very well informed and knowledgeable. They believe in using such customers to spread the good word of library services out into the user community. To make it happen, the enhancement of the library staff's professional expertise has been maintained through continuous learning in LIS. A majority of the members of this group reveal a comparatively higher marketing approach, such as customer relationship management on the issue of raising the quality of library services. But there is no big difference between the medium and strong group on the issues of quality of staff, teamwork, or cooperation in enhancing the quality of library services. Nevertheless, the answers highlight a broader spectrum of the respondents' marketing knowledge when they surface reveal the importance of communication within and outside the library with different library partners.

Moreover, the marketing approach of this group also appears to be future conscious and proactive when it emphasises innovative approaches to getting resources. Half of the members of this group reveal the highest advancement of marketing ideas that appear to be closer to the evolving notions of relationship marketing. They attach importance to marketing primarily in understanding the interest of present and potential customers. Some of them also show their familiarity with the emerging forms of relationship marketing, which advocates developing relationships with customers. One such comment reflecting this view was made by a university library director:

It is just great! It is one of the main parts of our work. It's all about cooperation. Marketing is not a very good word! It is cooperation; it's about relationship management with customers. I would like to emphasize management courses for librarians. CRM (customer relationship management) is the last answer. Marketing is a great challenge for libraries! There is some problem in branding.

This statement indicates the respondent's familiarity with contemporary approaches of relationship marketing, which call for developing a relationship with the customer base through delivery of appropriate services and products. The answer also reveals the respondent's awareness of the practical problems that one may encounter in implementing marketing principles in libraries.

Members of this group also put forward their concerns about prevailing problems in the LIS profession, such as a lack of marketing knowledge and technology competence. However, few members of this group perceive marketing as merely a promotional or information-providing tool for increasing the visibility of libraries. The strong group shows more advancement of knowledge about marketing tools than the medium and weak groups. About half of the members of the strong group indicate their awareness of market segmentation and tailored services, which is missing in the medium and weak groups. The strong group also indicates their broad understanding of target market when they emphasize the need to define the library's market through multiple approaches, such as customer survey, webpages, e-mail, mobile phone, personal contact, meetings, interviews, and discussions. In addition, they believe in tailoring library services according to customer feedback. In short, this group emphasises the sovereignty of the customer. But their knowledge about market segmentation and approaches to marketing is not far superior to the other two groups.

Members of the strong group primarily believe that the main marketing objective associated with the library's website is to increase the accessibility of library services. Furthermore, responses from some members indicate the libraries' efforts to provide relational interactivity for their customers in the form of personalized library services

through their websites. The main emphasis of the strong marketers is on developing relationships with their customers by providing tailored services. They consider effective communication skills as the crucial factor in forming a relationship between the service provider and consumer.

Medium Market-Oriented Libraries

The medium market-oriented group members hold a diverse set of opinions on various aspects of marketing. Marketing knowledge of this group in increasing the use of library services appears to be mainly internal; the respondents believe in good organization of library materials, free services, and collection growth. To some extent, customers' concerns are voiced when respondents mention users' needs, providing good services to them, and cooperation with educators. A few members also express the concern about information literacy and the cultural background of society, and they consider these factors important for increasing the use of libraries. Most of the members of this group stress the quality of staff in enhancing the quality of library services. Their views on raising the quality of services, as well as increased continuing education for staff and cooperation with other library partners, are similar to the strong group members. In short, the marketing knowledge of the medium market-oriented libraries appears to be primarily library-oriented. More than half of the members of this group hold only a vague notion of the marketing concept and mostly acknowledge the role of marketing either in public relations activity or in financial matters. The thinking of this group evolves around the traditional setup of the library. As a result, they appear to be uncomfortable about the use of marketing terminology in the library environment.

The highest proportion of libraries that are not comfortable with the marketing jargon comes from this group. Many comments pointed to that fact:

I don't like this word "marketing" but like "dividing information." In a university library, it's like public institutions. We have a very clear task. We have very clear user groups and they know about our services. It's not necessary to do "marketing" but it's necessary to "divide information." (university library director)

I hate the word "marketing" as it is commercial. We should try to "inform" everybody at faculty about services/products, what we offer. But, I don't like marketing in a commercial way. (university library director)

It is a very good task! I like the marketing in making public relations but not if it charges fees! (special library director)

These statements indicate that the respondents' answers vary from those who use marketing as a public relations

(PR) tool to those who feel uncomfortable with marketing terminology and jargon. The approach of such respondents still seems to be traditional, and they prefer the use of phrases such as "disseminating information" among the customers or "informing" them, and thus appear to be sceptical about the use of marketing in the context of libraries.

As a consequence, more than half of the members consider marketing just as an advertising and PR tool and find its utility in understanding the cost structure of library services and products. However, about half of the group members' responses reveal a wider spectrum of opinions on the importance of marketing application in libraries and demonstrate at least awareness about the intricacies of the marketing concept. Their broad knowledge is reflected when they speak of the utility of marketing in reaching their customers and in branding their library services. But a majority of them show a lack of knowledge about marketing tools. Few stress the importance of customer analysis and service evaluation through the use of interviews and personal contact. As a result, market segmentation is not appreciated on a more sophisticated level but rather in broad groups of users in library statistics. However, the outlook of the medium group members is wider than the weak group in capturing target market. Members indicate multiple approaches to communicate with customers. They highlight the importance of personal contact, e-mails, homepages, leaflets, brochures, etc. for communicating with customers. But more than half of the members seem to reflect traditional views of marketing when they confine communication efforts to either customer service or circulation departments. A majority of the group members perceive the library's website primarily as the advertising tool. The members do not flinch when asked about the marketing goals associated with the libraries' website. But their answers reveal a traditional approach to marketing when they consider only promotional marketing goals associated with the libraries' website. This group indicates that gathering customers' feedback and responding to them accordingly helps libraries develop a good relationship with their customers. In short, the marketing knowledge of this group is not completely proactive.

Weak Market-Oriented Libraries

The marketing knowledge of the weak group members is limited to an in-house focus only, emphasizing library buildings, furniture, and collections. Concern about the customer is missing in most of their responses. A majority of the group members reflect their lack of clarity of thought as to what marketing means in the LIS context. They admit their lack of familiarity with the marketing concept and its application to libraries. Because of this, they hold a vague notion about marketing. Moreover, they also show problems in explaining the benefits of marketing application in libraries, as their statements show:

I must confess it was very hard for me to answer, as I had never thought about these marketing questions in the context of libraries. (special library director)

I am not so familiar with marketing concept . . . it may be to make home pages, catalogues, inform our customers to find the materials, and so on”(university library director)

However, some members stated that they had never thought about marketing in such a way, although they had always been informing the users:

We haven’t talked about “marketing” but “informing” the users. (special library director)

This statement shows the traditional mindset of a typical respondent in this group. As a group, they appear to have some reservations about the use of the term *marketing* in the library context.

The primary interest of this group’s marketing approach is in getting money from the administration. As a result, they demonstrate a resource-oriented outlook when asked about the importance of marketing applications in libraries. Moreover, the members admit their lack of knowledge about marketing tools, and they reveal an inward-oriented marketing knowledge about the issue of capturing the target market. Members of this group show a lack of market-oriented knowledge on the issue of communication with the customers, and they consider personal contact as the most preferred and sometimes only needed method for communicating with the customers. The members consider the role of the library’s website mainly as an advertising medium to inform customers and find difficulty explaining marketing goals associated with the website. These libraries are using e-mail to disseminate the information; however, there is a lack of a proactive approach on the part of libraries toward their customers. Most of the members believe that developing a viable relationship with the customers is a very natural process of the libraries that develops over a period of time through the libraries’ services and activities. To summarise, the marketing knowledge of the weak group lacks proactive orientation toward the customers.

Connection between Marketing Knowledge and Market-Oriented Behavior

There are some anomalies where marketing knowledge of the respondents was not found to be consistent with their market-oriented behavior, as was the case with the marketing attitudes. Table 1 reveals this clearly. The table illustrates that half of the members of the strong market-oriented group possess high marketing knowledge whereas the marketing knowledge of rest of the members

Table 1. Overall Marketing Knowledge in Relation to Market Orientation

Market Orientation	Marketing Knowledge			
	Low	Medium	High	Total
Strong	1 (12.4%)	3 (37.5%)	4 (50.0%)	8 (100.0%)
Medium	4 (23.5%)	9 (52.9%)	4 (23.5%)	17 (100.0%)
Weak	3 (37.5%)	4 (50.0%)	1 (12.5%)	8 (100.0%)
Total	8 (24.2%)	16 (48.5%)	9 (27.3%)	33 (100.0%)

of this group is not in accordance with their market-oriented behavior; three members possess medium marketing knowledge while one member shows low marketing knowledge. Likewise, anomalies were observed in the medium group as well. Table 1 shows that only nine respondents possess medium marketing knowledge in contrast to four members with high marketing knowledge, and four members showing low marketing knowledge. Variation between marketing knowledge and behavior exists in the weak group of libraries as well. Note that one respondent in this group has high marketing knowledge, half show medium marketing knowledge, and one demonstrates low marketing knowledge.

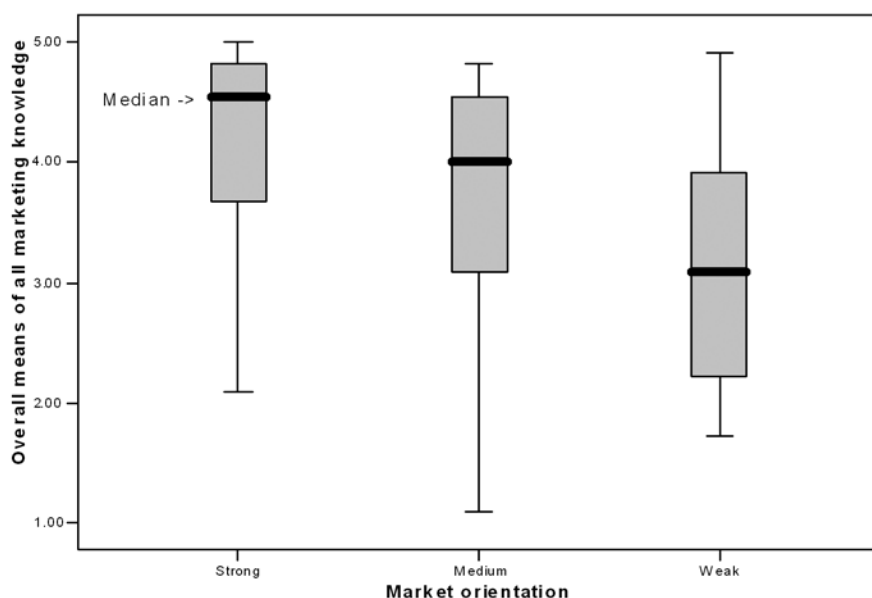
Level of Marketing Knowledge in Relation to Market-Oriented Behavior

Figure 3 illustrates that the means of overall marketing knowledge of the upper half in the strong market-oriented group ranges between 4.54 and 5.0 (above median line), while in the lower half it varies between 2.09 and 4.4 (below median line). In the medium group, the range of higher means obtained by half of the respondents is in between 4.0 and 4.82, in contrast to the other half of the members having lower means in the range of 1.09 to 3.9. Similarly, half of the members of the weak group of libraries possessing higher means of marketing knowledge fall in the range of 3.09 to 4.91. Half of the other members show the lower means of marketing knowledge in the range of 1.73 to 3.0. Note also that there is one member in this group whose overall marketing knowledge is equal to the highest means of the strong market-oriented knowledge group. Similarly, in the medium market-oriented category, there are few respondents whose means of marketing knowledge is even lower than in the weak market-oriented group.

Demographic Moderators and Marketing Knowledge

Behavior does not exist in a vacuum. It is a result of interaction with other influences, which may be personal, professional, or institutional. For example, it might be possible

Figure 3. Level of Marketing Knowledge in Relation to Market Orientation



that a certain kind of marketing knowledge and behavior develops because of existing personal, professional, or institutional characteristics or because of changes in those characteristics.⁶ Therefore it is important to examine the connections between market orientation and the personal, professional, and institutional characteristics of respondents to know if such connections indeed do exist. The following variables were analyzed in relation to market-oriented behavior.⁷

Marketing Education

It is apparent from table 2 that most of the respondents (five of eight) in the strong market-oriented category have studied the marketing concept during their education. There is one respondent who has been studying the latest marketing trends and buzz, driven only, it seems, by keen personal interest. But there are two respondents who have not had any such marketing education yet are in the strong market-oriented category. Similarly, in the medium market-oriented category, about half of the respondents (eight of seventeen) have studied marketing either formally (five respondents) or informally (three respondents). Table 2 also shows that more than half of the respondents (nine of seventeen) in the medium group have had no exposure to marketing education. In the weak market-oriented group, most respondents (seven of eight) have not had any marketing education. Such training is important in creating awareness among library personnel about the usefulness and importance of marketing, though, at the same time, the knowledge need not always be based on a formal education.

There are exceptions as well. For example, a person with informal insights can be a very effective marketer. Many respondents have endeavored to understand through self-motivated study the changing dimensions of their careers, the needs and requirements of the profession, and their own role in the organization. However, formal education does not always guarantee a market orientation, as shown by the educated respondent who still belonged to the weak market-oriented group.

Exposure to Marketing Seminars and Conferences

During the last decade, many library schools and professional associations have organized several courses, seminars, workshops, and training programs on marketing and related areas. These programs had the objective of explaining how concepts of marketing can be applied to the LIS profession. In this study, it was presumed that the respondents who had attended such workshops, seminars, and training programs would respond more positively to all the statements related to market orientation than those who had not had any such exposure. Table 3 highlights that the respondents of strong and medium market-oriented groups have had exposure to marketing seminars, conferences, and workshops. In sharp contrast, most of the respondents (seven of eight) of the weak market-oriented group have not attended any such marketing seminar or conference and thus lack such exposure. This finding suggests that such programs are beneficial in creating a strong awareness among LIS professionals, helping them appreciate and realize that marketing has a legitimate place in the library environment.

Seminars, workshops, and conferences can be an appropriate mechanism for creating awareness of library marketing needs and may serve as a vehicle for changing

Table 2. Knowledge of Marketing Concept

Market Orientation	Have You Studied the Concept of Marketing?			
	No Education	Informal Education	Formal Education	Total
Weak	7 (87.5%)	0 (0%)	1 (12.5%)	8 (100.0%)
Medium	9 (52.9%)	3 (17.6%)	5 (29.4%)	17 (100.0%)
Strong	2 (25.0%)	1 (12.5%)	5 (62.5%)	8 (100.0%)
Total	18 (54.5%)	4 (12.1%)	11 (33.3%)	33 (100.0%)

libraries' organizational behavior in the long term. However, it should be recognized that any changes as a result of workshop participation are likely to be gradual. The effect is individually specific and varies from person to person depending upon their personality, mindset, and openness to new and innovative ideas. Therefore it is reasonable to believe that such marketing workshops, seminars, and conferences will not result in radical changes in the behavior by every participant, but that the majority of participants are affected in some positive way.

Years of Professional Experience

As illustrated in table 4, the study sample has seven respondents with less than sixteen years of professional experience (five weak and two medium), eight respondents with sixteen to twenty-five years of experience (five medium and three weak), and eighteen with more than twenty-five years of experience (three weak, ten medium, and five strong). Library respondents with more experience appear to be more concerned about their customers' information needs and problems as shown by their appreciation and adoption of marketing approaches, which is reflected in the strong market-oriented behavior of their libraries.

Differences in market-oriented behavior may be due to more experience, the kinds of exposure, and the prevailing trends in the LIS field. Experienced respondents appear to be comparatively more familiar with different provisions and various methods that can be helpful in increasing the use of various library services and products. In contrast, the younger respondents with a more theoretical background appear to be to a greater extent unaware of the far-reaching implications of these marketing approaches.

Discussion

This paper examined the extent to which respondents in the LIS profession possess marketing knowledge and how it influenced their market-oriented behavior. Based on the analysis of market orientation, marketing knowledge, and demographic characteristics, the three market-oriented groups will be given three different metaphors: the strong market-oriented libraries are the "modern marketing believers"; the medium market-oriented libraries are the "traditional marketing advocates"; and the weak market-oriented libraries are the "spectators."⁸ An overview of the relationship of the three marketing cultures in relation to their function and philosophy is presented in figure 4.

Table 3. Respondents' Exposure to Marketing Seminars and Conferences

Number of Marketing Seminars Attended	Market Orientation			
	Weak	Medium	Strong	Total
0	7 (87.5%)	6 (35.3%)	2 (25.0%)	15 (45.5%)
1	0 (0.0%)	4 (23.5%)	2 (25.0%)	6 (18.2%)
2	0 (0.0%)	2 (11.8%)	1 (12.5%)	3 (9.1%)
3	1 (12.5%)	3 (17.6%)	0 (0.0%)	4 (12.1%)
4	0 (0.0%)	0 (0.0%)	1 (12.5%)	1 (3.0%)
5	0 (0.0%)	1 (5.9%)	0 (0.0%)	1 (3.0%)
10	0 (0.0%)	1 (5.9%)	2 (25.0%)	3 (9.1%)
Total	8 (100.0%)	17 (100.0%)	8 (100.0%)	33 (100.0%)

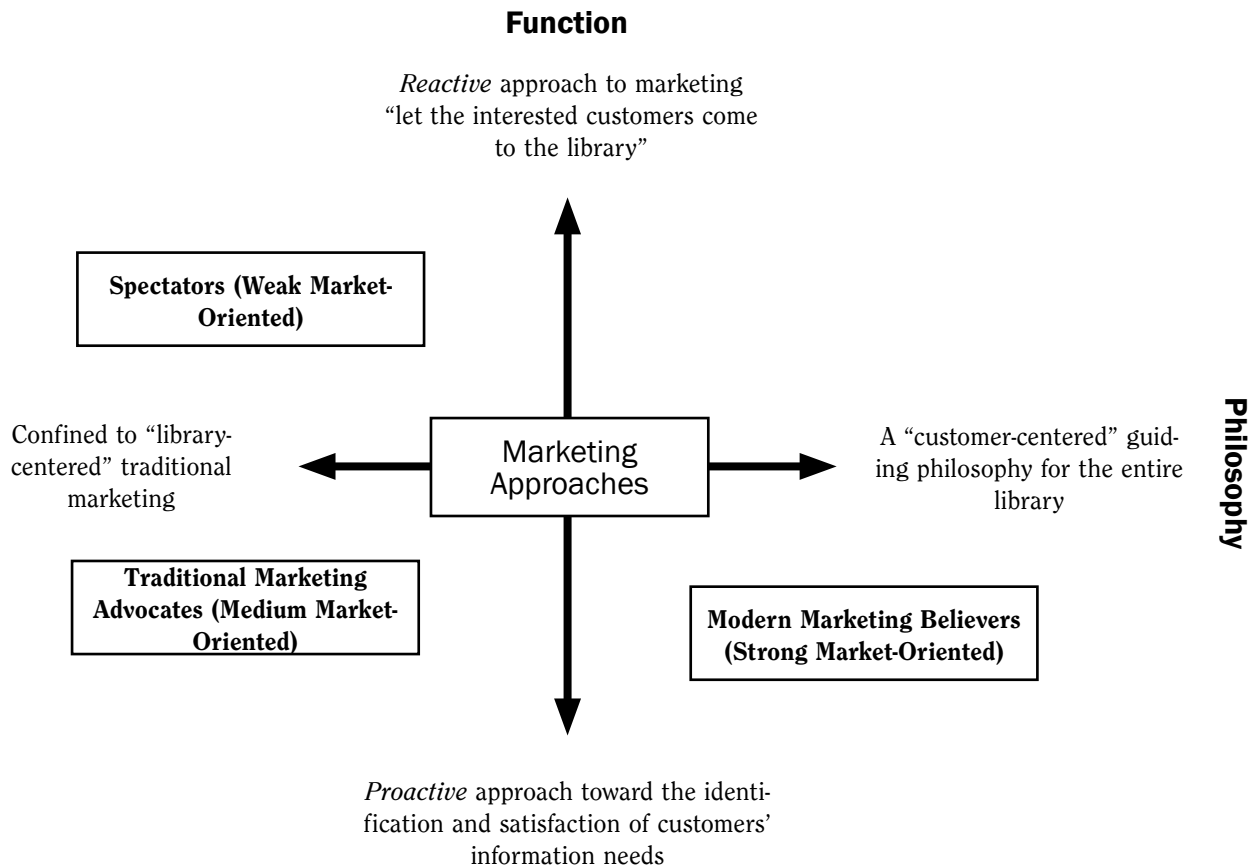
Table 4. Years of Professional Experience

Years of Experience	Market Orientation			
	Weak	Medium	Strong	Total
1-15	5 (62.5%)	2 (11.8%)	0 (0.0%)	7 (21.2%)
16-25	0 (0.0%)	5 (29.4%)	3 (37.5%)	8 (24.2%)
26-	3 (37.5%)	10 (58.8%)	5 (62.5%)	18 (54.5%)
Total	8 (100.0%)	17 (100.0%)	8 (100.0%)	33 (100.0%)

Modern Marketing Believers: The Strong Market-Oriented Libraries

In most dimensions of customer philosophy—interfunctional coordination, strategic orientation, pricing orientation, and competition orientation (but excluding responsiveness)—the strong market-oriented libraries perform significantly at a high level. They approach marketing with the prime aim of identifying and meeting customer information needs. To them, this is the most important activity for survival of libraries. Analysis of market orientation and marketing knowledge of these libraries demonstrates that they keep stressing the importance of customers as the top priority of the marketing concept. They believe in fulfilling the call of the information age customer who is asking libraries, "This is what I (*customer*) want, won't you (*library*) please make it."⁹ Because of their belief in modern marketing values, these libraries also can be regarded as modern marketing believers. This can be attributed to their marketing education and exposure to seminars and courses as shown in the findings. However, some respondents also have been found to be strongly market-oriented without having any formal education in marketing. A majority of the library directors responding have professional experience of more than sixteen years. Briefly, the marketing approach of the modern marketing believers appears to be in line of the emerging notions of contemporary customer-centered relationship marketing.

Figure 4. Marketing Approaches of Different Library Groups



Traditional Marketing Advocates: The Medium Market-Oriented Libraries

Medium market-oriented libraries put the most concerted efforts toward goals that satisfy traditional marketing approaches. As such, medium market-oriented libraries can be termed traditional marketing advocates. The marketing approach of these libraries is more in line with a production orientation.¹⁰ It has been shown throughout the analysis of market orientation and knowledge that this group emphasizes the two *Ps* of classic marketing mix: pricing and promotion. But, in doing so, the proactive and functional orientation of marketing as “identifying and meeting customer information needs” is left behind as these libraries lean toward library-governed policies and procedures. This does not mean that they are ignorant toward their customers. They believe in building relationships through various promotional efforts. The libraries of this medium group work with the traditional tool box of marketing. The respondents have some exposure to marketing seminars and conferences, and their professional experience also is more than sixteen years, as is the modern marketing believers. In short, the marketing approach of traditional marketing advocates toward customers is in line with the manufacturers of the Industrial Revolution, who said “this is what I (*library*) make, won’t you please buy (*use*) it.”¹¹

Spectators: The Weak Market-Oriented Libraries

Weak market-oriented libraries keep a lower profile in marketing orientation and knowledge than their counterparts. Instead, their library values appear to be focused on other issues and they are slow when it comes to marketing. In practice, the spectators actually are involved in marketing activities but prefer to call it “disseminating information,” thus reflecting a hesitation to accept the idea of marketing in libraries. Because of this, the marketing approach of the weak market-oriented group appears to be somewhat agnostic in that it does not have much to do with libraries. The weak market orientation and knowledge of these libraries toward marketing go hand in hand. One possible reason might be the lack of adequate marketing education and exposure to marketing seminars and workshops, as the findings indicate. The members of this marketing culture also possess less professional experience, falling into the range of one to fifteen years.

Even though a few libraries in this group possess excellent marketing knowledge and deep understanding of the benefits of application of marketing concepts like the modern marketing believers, their knowledge is not reflected in their library operations. Because of this and the wait-and-see approach of members in this group, these

libraries can be termed spectators when it comes to implementing marketing philosophy. Libraries belonging to this group have a long way to go in adopting what is generally regarded as a market orientation because they lack a proactive functional orientation of identifying and meeting customer information needs from the marketing viewpoint. They try to build relationships with their customers and maintain regular contacts not as a means of increasing their understanding of their customers' information needs, but rather as simply serving the customers. The spectators do not seem to appreciate marketing as a guiding service philosophy either. Their approach of serving to customers is reactive and does not manifest the penetration of marketing concept anywhere. "Let the interested customers come to the library" seems to be the hallmark of such culture.

Conclusion

The analysis of the findings reveals that the concept of marketing has varied status in the Finnish research libraries. A small proportion of the libraries (the modern marketing believers) find marketing challenging and demanding. These libraries use modern marketing theories and applications to gain a competitive advantage for providing a successful customer-centered service. In other libraries, the marketing concept does not always dominate the libraries' organizational thinking. Moreover, the concept of marketing has a poor image in the mind of these libraries. This research demonstrates that the marketing knowledge varies to a great extent in each of the three library cultures. The analysis of the marketing knowledge and education status across the different market-oriented groups shows that marketing knowledge comes in many forms. A person can acquire such knowledge through formal or informal education or may indeed acquire it through experience. This paper shows that there is a positive connection between marketing knowledge and behavior. Nevertheless, it also indicates that there can be exceptions when marketing knowledge and behavior may not be in accordance with each other, which may be because of different factors, such as professional experience, marketing education, seminars, training courses, personality of individuals, and institutional culture.

During the research, it has been revealed that marketing in libraries as a concept is not yet very popular, and its training aspect is often overlooked. Discussions with several library directors gave the impression that, even though they realize the need, importance, and high utility of marketing in this information age, they lack necessary exposure and formal training, thus preventing them from employing its principles. Recent research reveals that

about one-third of the respondents give as a reason for not adopting marketing principles a lack of formal training and awareness on the part of library and information providers. Therefore library and information personnel underestimate the importance of marketing concepts because of a paucity of expertise and exposure in the area of marketing. They need a better understanding of marketing concepts and approaches to be able to introduce them into their services. These findings should be of value to those attempting to understand the evolving nature and interrelationship of marketing constructs in the LIS profession and those who currently practice within them.

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